

*Personnel*

DCI VIEWS ON PERSONNEL MANAGEMENT ISSUES

1. Function of OP

- Centralized planning necessary:
  - to give Director control over one of key elements of any organization--personnel policies
  - to take advantage of Agency-wide opportunities, e.g., to fill valleys from humps; to consolidate and economize by good planning
  - to look ahead and anticipate personnel needs over the long run
  - to avoid problems of recent past:
    - Humps and valleys
    - NFAC failure to hire up to ceilings
    - stagnation in communicators and secretaries
- Centralized provision of planning services will relieve Directorate managers of activities not vital to the execution of good leadership at the individual level
  - Only centralized planning can allocate personnel shortages equitably between Directorates

2. Use of promotion panels

- Encourages broader outlook when promotion source extends past immediate environment

- Forces supervisors to be leaders because cannot control subordinates simply by use of promotions
- Employees will feel greater equitability, less arbitrariness
- Forces better use of fitness report
- Easily understood by employees, especially if:
  - a) Few panels
  - b) Limited exceptions at DDCI level
  - c) Annual
- Better allowance for "out of sight, out of contention" syndrome--especially if only few panels and hence candidates are not personally supervised by panel members, i.e., many candidates are normally out of sight of panel members
- Encourages innovative, maverick thinkers who can be suppressed more readily by a supervisor who has life and death, promotion, control over individual

### 3. Rotational Assignments

- Lifts individual's horizons toward Agency goals
- Exposes managers to variety of leadership/management techniques
- Develops inter-directorate teamwork
- Develops a group of potential top managers available to all Directorates
- Will encourage innovation

### 4. Role of Career Service Chiefs

- Not to be denigrated in essential areas

a) Role of OP

- Good predictive personnel management techniques are too expensive for Directorate use. DDs benefit from OP assuming responsibility for arranging recruiting, promotion, release flow
  - DDs will have a voice through Ex Comm review of APP/PDP
- Career Services will benefit from Agency-wide view of personnel issues through OP, e.g., valleys can be filled from within

b) Promotion Panels

- Will encourage more of a Directorate-wide outlook
- Will encourage true leadership by supervisors
- Will give employees greater sense of equitability
- Will encourage mavericks, iconoclasts

c) Inter-directorate Rotation

- Will encourage a clear delineation of specialists, because will be exempt
- Will encourage planning and grooming of top people
- Will broaden horizons and bring to Directorate new ideas